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Draft country programme document**

Ecuador

Summary

The Executive Director presents the draft country programme document for Ecuador for discussion and comments. The Executive Board is requested to approve the aggregate indicative budget of $3,912,000 from regular resources, subject to the availability of funds, and $10,000,000 in other resources, subject to the availability of specific-purpose contributions, for the period 2004 to 2008.

* E/ICEF/2003/10.

** In accordance with Executive Board decision 2002/4 (E/ICEF/2002/8), the present document will be revised and posted on the UNICEF Extranet in October 2003, together with the summary results matrix. It will then be approved by the Executive Board at its first regular session of 2004.

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Basic data (2001 unless otherwise stated)	
Child population (millions, under 18 years)	4.8
U5MR (per 1,000 live births)	31
Underweight (% moderate and severe, 1999)	15
Maternal mortality ratio (per 100,000 live births, 2000)*	130
Primary school attendance (% net, male/female)	90/90
Primary school children reaching grade 5 (%, 1999)	78
Use of improved drinking water sources (%, 2000)	85
Adult HIV prevalence rate (%, 2000)	0.30
Child work (%, 5-14 year-olds)	
GNI per capita (US$)	1 240
One-year-olds immunized against DPT3 (%)	90
One-year-olds immunized against measles (%)	99

* Preliminary UNFPA/UNICEF/WHO estimates.

The situation of children and women

1. The United Nations Common Country Assessment (CCA) highlighted Ecuador's high levels of inequality and social exclusion. In 2001, the poorest fifth of the population received less than 2 per cent of national income, compared with 64 per cent for the wealthiest fifth. Poverty, which affected 34 per cent of the population in 1995, affected over 60 per cent by 1999, and data for 2001 show further increases in poverty and inequity following the 1998-1999 economic crisis.

2. Inequality and poverty in turn prevent the universal fulfilment of children's rights. Nearly 70 per cent of Ecuador's 4.8 million children live in poverty. Approximately 430,000 children aged 5-17 years must work, and severe and moderate malnutrition affects 15 per cent of children under five years. Children have little access to organized early childhood development (ECD) services; government-assisted ECD programmes cover only 8.4 per cent of eligible children, and others are often left in the care of siblings and neighbours. From 1990 to 2001, the net primary-school enrolment rate stagnated at around 90 per cent. Boys and girls have equal access to education, but indigenous and afro-Ecuadorian children do not; 90 per cent live in poverty and only 39 per cent complete primary school (compared to 76 per cent of children from other groups). Despite significant reductions in infant and maternal mortality rates in recent decades, 50 per cent of current child deaths are preventable, and there are higher mortality rates for indigenous and afro-Ecuadorian children. Maternal mortality remains concentrated in indigenous areas, where only 20 per cent of births take place in public health centres. Seven out of 10 children under one year of age and 60 per cent of pregnant women are anaemic. Although the consumption of iodized salt remains high (98 per cent), in some indigenous Andean communities the consumption of non-iodized salt is again increasing. HIV/AIDS has not reached the pandemic levels seen elsewhere in the region, but the incidence of HIV has increased seven-fold since 1990, with women and adolescents increasingly at risk. According to the 2000 multiple indicator cluster survey, 55 per cent of those over 10 years of age have incorrect ideas of how HIV is transmitted and just 68 per cent know about preventive measures.

3. The CCA identified three structural causes for social exclusion and inequality: (a) an economic model that allows high levels of income and wealth concentration; (b) weak democratic governance and institutions; and (c) cultural exclusion based on ethnicity, gender and age. Using these structural causes, UNICEF identified a series of underlying factors related to the situation of children: (a) low public investment in social programmes; (b) institutional weaknesses in social service delivery; (c) centralization, with local authorities having few duties to fulfil children's rights; (d) weak civic participation; (e) limited social monitoring of public policy implementation; (f) cultural values and family practices that are antithetical to children's and women's rights; (g) and weak social values in terms of solidarity, dialogue and tolerance. As a result, children and women suffer from limited access to quality basic social services; weak training and low salaries for social sector personnel; domestic violence, often associated with alcoholism; high rates of primary-school repetition and desertion; and inadequate sanitation.

4. In response, the Government and society have made concerted efforts that are showing some positive results. Social public investment (covering health, education, housing, labour and welfare) doubled between 1999 and 2003 which, in turn, increased child immunization coverage (from 70 per cent 1999 to almost 95 per cent in 2002), school scholarships, and school feeding and nutrition programmes for young children. Greater participation has led to increased civic involvement, particularly by indigenous movements, in formulating public social sector policies, and to the creation of councils of prominent citizens (*observatorios*) to monitor child rights and fiscal policies. Most importantly, the new Child and Adolescent Code (*Código de la niñez y adolescencia*) harmonizes national law with the Convention of the Rights on the Child, defining national and municipal-level responsibilities for child rights, establishing a new framework for formulating public policies affecting children, and creating a juvenile justice system.

5. Nonetheless, challenges remain. Public debt (35 per cent of the budget) and low tax levels (just 14 per cent of gross domestic product) increasingly constrain additional social investment. Programmes for universal primary-school coverage, expanded secondary-school coverage, micronutrients, HIV/AIDS, malaria, dengue and tuberculosis all require additional resources.

6. Other challenges include political stability and democratic governance. In the 1990s, political instability arose from social and economic crisis, minimal consensus among political parties and among governmental branches, and weak subnational capacities. More stable democratic institutions are critical. The Decentralization Law of 1997 provides a framework for strengthening local capacities in the 214 municipalities, transferring powers and assigning 15 per cent of the national budget established in the Constitution.

7. Child abuse, child labour and other child protection issues all constitute new challenges. Some 40 per cent of 5-17-year-olds are suffer abuse within their family, and 16 per cent of children under 14 years are working, with associated risks to their health and school attendance. In response, the Government has recently adopted policies to eradicate child labour and confront abuse.

8. Ecuador also faces frequent emergencies, including frequent volcanic eruptions, earthquakes and alternating floods and droughts associated with *El Niño* and *La Niña*. Also of growing concern is the influx of Colombian refugees along the northern border.

Key results and lessons learned from previous cooperation, 1999-2003

Key results achieved

9. The 2001 mid-term review substantially revised the original objectives of the country programme, in the context of the economic and political crisis of 1998-2000. The results presented here refer to the revised objectives.

10. Advocacy and technical assistance contributed significantly to the increase in social investment from $600 million in 1999 to $1.2 billion in 2003. This resulted from strong partnerships with the Ministries of the Social Cabinet, the Ministry of Economy and Finance and the Congress. As part of a coalition led by national non-governmental organizations (NGOs) and the Congress, UNICEF also played a key role in the approval of the new Código, contributing technical assistance to the drafting process and carrying out advocacy and social mobilization to win the support of civil society.

11. Cooperation with indigenous organizations and the German Agency for Technical Cooperation (GTZ) has strengthened the intercultural/bilingual education system by training bilingual teachers, developing educational material and generating civic demand.

12. Community-level work has yielded important results, linked to the implementation of the ProAndes and Amazon subregional programmes approved by the Executive Board in 2002 (E/ICEF/2002/P/L.28 and E/ICEF/2002/P/L.29), which are fully integrated into the country programme. The Local Information System for social data allows municipalities and communities to monitor progress and identify gaps in the fulfilment of rights. UNICEF supported the design of the software, training of personnel and the creation of a coordinating body of municipal, ministerial and other institutional staff to harmonize policy and implementation. Advocacy and technical assistance have increased community participation in the formulation of municipal budgets. Currently, 22 per cent of municipalities have such "participatory" budgets, and a rapid assessment showed increased allocation of resources to local social programmes. UNICEF has worked closely with other United Nations agencies in these endeavours.

13. The country programme has established prominent citizens' councils to rally support for children's rights. The Child Rights *Observatorio* was created to monitor progress in each province, using a "child rights index" for each life-cycle stage (0-5 years, 6-12 years and 13-18 years), incorporating census and survey data. The results are published quarterly in Spanish and Quichua (spoken by nearly 75 per cent of the indigenous population). An initial *State of Child Rights* report summarizing the data and analysing the underlying factors will be published in July 2003. The councils' members are drawn from social organizations, media, universities and increasingly from the private sector. In 2002, the Observatorio organized a campaign calling for higher priority for education. A poll showed that almost 70 per cent of adults supported the campaign and its message.

Lessons learned

14. UNICEF has used a three-part strategy to support sustainable long-term growth in public investments, especially in basic social services: (a) helping to develop the initial draft annual budgets of the Ministries of Education, Health and Social

Welfare; (b) informing Congress of potential improvements to the final draft budget submitted by the Government; and (c) monitoring actual social spending against the budget approved by Congress, together with the Social Cabinet and others.

15. The new country programme must give increased technical and political support to child protection, especially to combating child labour and child abuse. A project to mitigate the risks of child labour and ensure school attendance for children on banana plantations was the only such effort during 1999-2003. A more systematic approach is needed, linked to the national strategy to eradicate child labour supported by the International Labour Organization's (ILO) International Programme on the Elimination of Child Labour (IPEC).

16. Despite the success of local-level actions supported by UNICEF, more emphasis is needed on assessing their results and impact on children's lives. In addition, while the present intersectoral programmes at both national and local levels contribute to an integrated approach and foster cross-sectoral innovations, more emphasis and visible priority is needed on the goals of the UNICEF medium-term strategic plan (MTSP), including reducing child mortality and universalizing basic education. Intersectoral approaches must be balanced with specific sectoral results.

17. The new country programme should also place more emphasis on families as duty bearers fulfilling child rights. Success in influencing public policy must now be matched with increased efforts to help families understand and meet their responsibilities, especially in the areas of ECD and prevention of child abuse. Public policies on integrated ECD must also be strengthened in order to establish sustainable frameworks for programmes with family-centred approaches and for pilot programmes.

The country programme, 2004-2008

Summary budget table

(In thousands of United States dollars)

Programme	*Regular resources*	*Other resources*	*Total*
Institutional reform and social investment for children	995	1 000	1 995
Intercultural education for all	575	3 500	4 075
Health and nutrition	600	3 000	3 600
Participatory monitoring and social mobilization for child rights	992	1 000	1 992
Cross-sectoral costs	750	1 500	2 250
Total	**3 912**	**10 000**	**13 912**
ProAndes (E/ICEF/2002/P/L.28)[a]		3 750	3 750
Amazon (E/ICEF/2002/P/L.29)[a]		2 925	2 925

[a] Subregional programmes approved in 2002.

Preparation process

18. The new country programme is based on the CCA and the United Nations Development Assistance Framework (UNDAF). All agencies in Ecuador participated in the process, including those without a permanent presence, and theme groups provided technical inputs. Both documents were validated with national authorities, including the President, the Minister of Foreign Affairs and other relevant ministers.

19. UNICEF developed its strategy paper after the CCA and UNDAF, in early 2003. It was then reviewed at a meeting with relevant central and local government authorities, civil society leaders and representatives of United Nations agencies. The conclusions were transformed into a country programme document which, in turn, was discussed with the Government under the leadership of the Ministry of Foreign Affairs. International financial institutions and bilateral donors provided inputs in a parallel consultation which emphasized close collaboration and complementarity.

Goals, key results and strategies

20. The long-term goals of UNICEF cooperation are to ensure that all children enjoy 10 years of quality, intercultural basic education; grow up healthy and well nourished; grow in an enabling, culturally-sensitive and caring environment which protects them from all forms of abuse and exploitation; and live in families which can satisfy all their basic needs. Reducing cultural, economic, social and political inequities will therefore be central to the 2004-2008 programme.

21. The country programme will seek the following key results, together with governmental and non-governmental counterparts, United Nations agencies and other donors: (a) children aged 6-12 years to complete seven years of quality, intercultural basic education; (b) children and women to have access to culturally-sensitive health programmes to reduce malnutrition, anaemia and child and maternal mortality; (c) women to have access to programmes to reduce the vertical transmission of HIV/AIDS, and adolescents to programmes to prevent transmission of HIV/AIDS; (d) children under five years of age, especially among the poor, to have access to culturally sensitive ECD programmes; (e) children under 15 years of age to be prevented from working in hazardous conditions or in activities that prevent school attendance; (f) abused children to have access to legal protection and rehabilitation programmes; and (g) protection of the rights of children affected by emergencies.

22. Achieving these key results will depend on the following strategies: (a) advocacy for a sustained increase in social investment; (b) support for implementation of the *Código*, particularly for national and municipal institutional frameworks to develop public policies and enhance child protection; (c) strengthening national and local capacities for effective management of social programmes; (d) designing culturally- and gender-sensitive approaches to basic social services and child protection; (e) social mobilization and citizen participation in monitoring and creating demand for the universal fulfilment of child rights; (f) developing innovative models, within the public policy framework, to ensure family practices that create a caring and enabling home; and (g) strengthening national and local capacities for emergency preparedness and response.

23. Subnational strategies will focus on disparity reduction in 22 of the poorest counties (*cantons*) of the Amazon Basin, Sierra and Coast regions, supporting the decentralization and deconcentration of social programmes. These counties, which suffer the lowest social indicators, are already served by the subregional ProAndes and Amazon programmes. Activities will be implemented in close coordination with municipal and provincial authorities, and with indigenous, community and religious grass-roots organizations.

Relationship to national priorities and the UNDAF

24. The new Government established its social priorities through a multisectoral, multilevel National Dialogue undertaken in January 2003. The Government has established poverty reduction and combating corruption as the two pillars of its administration. UNICEF participated in the National Dialogue, ensuring congruence of the Government's objectives with those of the country programme: 10 years of basic education for all children; universal access to health insurance, priority for primary health care programmes; and related fiscal and special protection objectives.

25. Ecuador's UNDAF establishes three priority intervention areas: (a) poverty reduction through universal access to quality basic social services and through greater economic opportunities for poor families and communities; (b) environmentally sustainable development; and (c) strengthening of democratic governance and transparency. The new country programme fully supports areas (a) and (c).

Relationship to international priorities

26. The situation analysis confirmed the relevance of the five priorities of the UNICEF MTSP for the new country programme. Efforts for girls' education will focus on developing gender-sensitive curricula and teacher training. In integrated ECD, the country programme will help to establish public policies and foster their application within families and institutions. Child protection efforts will focus on reducing hazardous child labour and child abuse. Immunization "plus" activities will strengthen the capacity of the Ministry of Health to provide and monitor immunization services, as well as to reduce the prevalence of anaemia. For HIV/AIDS, the country programme will focus prevention and education efforts on at-risk newborns and adolescents. This range of programmes will also help Ecuador to meet the obligations outlined in *A World Fit for Children*.

27. To help achieve the Millennium Development Goals, the country programme will: (a) promote the universalization of basic education, integrating the most excluded, especially indigenous and afro-Ecuadorian children; (b) contribute to reducing malnutrition and infant, child and maternal mortality; (c) contribute to eliminating gender stereotypes and gender discrimination in the provision of social services and family child-rearing practices; and (d) contribute to reducing HIV/AIDS, particularly vertical transmission and transmission among adolescents. Each United Nations agency has comparative advantages for achieving the Millennium Development Goals in different areas, and the United Nations country team coordination seeks to optimize their impact.

Programme components

Institutional reform and social investment for children

28. This programme has three components. The institutional reform portion will foster structural changes needed to implement the *Código*, focusing on: (a) supporting creation of the National Council for Children and Adolescents, and its technical secretariat, to formulate public policies; (b) supporting creation of municipal-level child rights councils which will design local policies and allocate resources for local plans of action; and (c) training of judges and other members of the judicial system in the new legal framework for juvenile justice. The child protection component will utilize structures created by the institutional reform to: (a) establish support centres for children and families to develop services, including temporary shelters for abused children and community programmes to foster non-abusive family practices for child-rearing; (b) devise public policies on child labour; (c) implement a national monitoring system on child labour to expose publicly the exploitation of working children, to be managed by the Ministry of Labour in coordination with line ministries and municipalities; and (d) inform businesses, public authorities and families of child labour legislation, and involve them in applying the legal framework. The social investment component will: (a) conduct research on improving the quality of investments made in education, health, nutrition and child protection; (b) develop recommendations for greater transparency and equity in allocating public resources to the social sector; and (c) strengthen citizens' initiatives to monitor and report on public social investment.

29. UNICEF has a strong track record in the areas of advocacy and consensus-building regarding social investment priorities, focusing on child rights. Programme partners include public sector ministries, the National Institute for the Child and the Family (*Instituto Nacional del Niño y la Familia* (INNFA)), municipalities, national and international NGOs, the Fiscal Policy *Observatorio* and indigenous organizations. In supporting the Fiscal Policy *Observatorio*, UNICEF will work closely with the United Nations Development Programme (UNDP) within the UNDAF, and in dialogue with the World Bank, the Inter-American Development Bank and other international financial institutions. The child protection and institutional reform components will be coordinated with ILO-IPEC, the Pan American Health Organization (PAHO), the United Nations Population Fund (UNFPA) and the United Nations Development Fund for Women.

Intercultural education for all

30. This programme has three components. The intercultural basic education portion aims to: (a) mobilize consensus and revise legal and institutional framework to realize the Constitutional commitment of 10 years of universal basic education, especially regarding interculturalism; (b) develop a national plan for universal, quality, intercultural education, and associated short- and long-term investment plans for basic education; and (c) strengthen institutional capacities to implement the revised framework. The ECD component aims to: (a) build consensus for legislation to support the right to universal access to culturally-sensitive ECD programmes; (b) develop national plans to implement this right; (c) help establish national, provincial and municipal responsibilities within the plans; (d) pilot models to improve family child-rearing practices within the framework of national and local public policies on ECD; and (e) establish social monitoring mechanisms to measure

progress. The child protection component will focus on: (a) developing primary- and secondary-school programmes to detect and report cases of child abuse and family violence at home, and cases of child abuse and sexual harassment in schools; and (b) developing or expanding primary- and secondary-school programmes to detect and report child labour which prevents school attendance, and to re-incorporate child workers in the educational system.

31. In the field of education, the comparative advantages of UNICEF include providing technical assistance for intercultural learning, promoting social mobilization to generate demand for greater quality and access to basic education, and developing local ECD networks. Partners for the intercultural basic education programme include the Ministries of Education, Social Welfare and Public Health; INNFA; international and national indigenous organizations; GTZ; UNDP; and the United Nations Educational, Scientific and Cultural Organization. Within the UNDAF, PAHO and the World Food Programme (WFP) will be partners for ECD.

Health and nutrition

32. This programme has three components. The health ECD component, which will be closely coordinated with the education ECD component, aims to: (a) support the establishment of agreements between institutions and civic networks to increase the coverage of maternal and child health (MCH) programmes and focus on the child growth and development elements of child-rearing practices; (b) promote increased public expenditures for educational programmes on family health, nutrition and sanitary practices; (c) promote increased expenditures on micronutrient supplementation and monitoring systems to combat anaemia, vitamin A and iodine deficiencies; and (d) mobilize local authorities and community organizations to demand access to adequate safe water and sanitation. The MCH component will support: (a) the development of policies and funded programmes to implement the existing Law on Cost-Free Motherhood, which assures pregnant women and children the right to free health services; (b) mobilization of civil society organizations to demand sustained public funding for immunization "plus" programmes; (c) increased public allocations to prevent and control vertical transmission of HIV/AIDS; and (d) the development of a network of children and adolescents to help implement HIV/AIDS education and prevention programmes. The child protection component will unite public and private health services to: (a) develop clinic-based programmes to respond to child abuse; (b) systematically report cases of family violence and child abuse; and (c) comprehensively report injuries or diseases among children who work in hazardous conditions. The health monitoring components will be linked with the national monitoring systems described in the institutional reform programme (see para. 28 above).

33. In Ecuador, UNICEF is a recognized expert in nutritional education, social mobilization for immunization and endemic disease control, micronutrient supplementation and the formulation of health and nutrition policies. Programme counterparts will include the Ministries of Public Health, Education, and Social Welfare; the Catholic Church and subnational authorities. UNDAF partners include the Food and Agricultural Organization of the United Nations, PAHO, UNDP, UNFPA and WFP. The European Union is a potential partner based on its new nutritional education project.

Participatory monitoring and social mobilization for child rights

34. This programme has three components. The child rights *observatorio* project will support: (a) continuous monitoring of national and provincial progress in rights fulfilment, according to the "child rights index"; (b) dissemination of annual reports and quarterly bulletins reporting national progress according to the index and towards the Millennium Development Goals and other social goals; and (c) sustained advocacy with civil society through continuation of the Council of the Child Rights *Observatorio*, including the private sector, NGOs and religious organizations. Participatory monitoring of child rights at the local level will: (a) target decision makers in the 20 priority cantons, who will use the Local Information System to assess the effectiveness and efficiency of local public policies; and (b) inform and mobilize citizens and communities to incorporate data from the Local Information System in their advocacy for child rights. The arts and culture for the promotion of child rights component will focus on: (a) strengthening families' and communities' understanding of child rights and their responsibilities as duty bearers through innovative artistic and theatrical media, based in large part on existing programme communication efforts; and (b) the establishment by socially committed artists of a professional network to help inform families and communities about child rights.

35. Major counterparts will be the Council of the Child Rights *Observatorio*, the Social *Observatorio* Foundation of Ecuador, the mass media, national NGOs and the indigenous movement. Both PAHO and UNDP have expressed interest in the programme.

Cross-sectoral costs

36. Cross-sectoral costs cover technical assistance providing services for several programmes and a proportion of common operational costs. Regular resources will be used mainly to finance technical assistance for the programme components on institutional reform and social investment and participatory monitoring and social mobilization, given their emphasis on advocacy and social communication and mobilization and their relation to cross-sectoral interventions. Other resources primarily will finance education, health and nutrition-related interventions, given their emphasis on structural change (public policies) at national level and impact-oriented actions on behalf of children at subnational level.

Cross-cutting issues

37. The country programme will address the frequent natural disasters which affect Ecuador through a cross-sectoral initiative. Building on experiences during 2000-2002, UNICEF will focus on: (a) training counterparts on child rights during emergencies, using the UNICEF core corporate commitments as a model; and (b) on implementing the rights-based approach through national and local preparedness and response plans. Key counterparts will include the United Nations Emergency Team (a successful experience of inter-agency coordination), the Civil Defence, the Red Cross and local authorities. A multi-country approach to assist communities and children affected by the conflict in Colombia along the northern border is being discussed at regional level and with other United Nations agencies.

38. As noted above, the country programme aims to reduce gender disparities through the universal fulfilment of child rights. In this context, gender equity will be

a cross-cutting element of each programme component. Education activities will promote gender-sensitive values in schools and will monitor equal access of boys and girls to quality education, particularly among indigenous children. The institutional reform and social investment activities will support increased public expenditure for prevention of domestic violence, particularly against indigenous women, and empowering women. Participatory monitoring and social mobilization will promote equal participation of women in the formulation of public policies.

Major partnerships

39. The major government partners include the ministries of the Social Cabinet and the Ministry of Economy and Public Finance. Provincial and municipal authorities will implement many activities, especially in the areas of ECD and child protection. Civil society groups, especially indigenous and other popular movements representing the most excluded and marginalized, will have a strong role in advocacy and monitoring. A major goal is fostering sustained coordination mechanisms, especially between the public and private sectors and civil society.

40. The Government's interest in donor coordination has increased in recent years. In addition to the UNDAF process, the Ministry of Foreign Affairs is convening an inter-agency group on poverty reduction, led by the World Bank with UNICEF participation.

41. The participation of the private sector has increased since 1999. Private sector leaders are involved in such advocacy efforts as the Child Rights *Observatorio*, and private sector fund-raising now includes partners from the mass media and financial sector. To increase private sector income, UNICEF will begin a televised fund-raising campaign, using models from Southern Cone countries.

Monitoring, evaluation and programme management

42. Key indicators to assess progress and monitor results will be: (a) completion of seven years of basic education; (b) malnutrition rates; (c) under-five and maternal mortality rates; (d) the coverage of ECD programmes; (e) the percentage of working children; (f) the level of adolescents' knowledge about HIV/AIDS prevention; and (g) the percentage of abused children. Some 80 per cent of the required monitoring data are available from routine national and subnational social data systems, supplemented by periodic surveys, although data remain weak with respect to governance and participation. UNICEF supports significant supplemental analysis by its counterparts in the area of participatory monitoring. UNICEF staff monitor projects in the field for an average of 5-7 days per month, apart from project consultants based full time in target municipalities. Major evaluations during the country programme cycle will cover the effectiveness of the local councils for child rights and the impact of pilot activities to introduce family-centred integrated ECD methodologies.

43. Monitoring and evaluation activities will be coordinated within an integrated monitoring and evaluation plan. UNICEF uses evaluations strategically to assess pilot approaches, or national projects which have had time to have an impact on their target populations. UNICEF will also undertake process evaluations to review the capacity of institutions to meet their mission and to respond to public demand for social services. A Monitoring and Evaluation Officer reports to the country management team, and an inter-agency monitoring and evaluation team is being

developed for the UNDAF. The mid-term review of the country programme will take place in 2006, preparatory to the updating of the CCA/UNDAF in 2007.

44. The Ministry of Foreign Affairs, the lead UNICEF counterpart, organizes inter-agency meetings, including donors, for periodic reviews. As discussed above, other management and monitoring structures also exist, especially at the subnational level. Of special importance are local information systems which provide detailed data on specific areas, and increased involvement of civil society and others in analysing data and developing local responses.